



**The Corporation of the City of Cornwall**  
**Regular Meeting of Council**  
**Resolution**

Department: CAO  
Division: Clerk's Division  
Resolution Number: 2024-08  
Report Number: 2024-42-CAO  
Meeting Date: April 30, 2024  
Subject: Business Case – University of Ottawa

Proposed by: Councillor Fred Ngoundjo

Seconded by: Councillor Sarah Good

Whereas the vision of the City of Cornwall includes seeking to be a diverse and progressive community where residents and partners feel safe, welcomed, and enjoy a high quality of life supported by access to financially responsible and sustainable municipal services and infrastructure; and

Whereas the City of Cornwall organization, with more than 800 public servants, has current specialized needs that are difficult to fill with qualified individuals in the following fields: urban planning and development, public policy and administration, economic development, environmental management and sustainability, health and human services, information technology and data analytics, law enforcement and criminal justice, education and community engagement, finance and budgeting, communications and public relations, with such specialized programs offering the possibility of supporting the City in meeting City Council's and residents' expectations for their community; and

Whereas the recently approved the new Strategic Plan identifies a series of ambitious objectives including: growth in population, being an employer of choice, being a hub city, and being future ready with emerging economic sectors; and

Whereas by leveraging their respective strengths and resources, cities and universities can play a vital role in preparing and developing the future economy, driving innovation, creating jobs, and improving quality of life for residents, with universities potentially bringing several benefits to a community through post-secondary programs; and

Whereas university programs within a city can serve as engines of economic, social, and cultural development, enriching the lives of residents and contributing to the city's long-term prosperity and resilience; and

Whereas a more educated workforce brings numerous benefits to individuals, businesses, and society as a whole including: higher earning potential, lower unemployment rates, increased innovation and productivity, improved health and well-being, reduced crime and social problems, greater civic engagement and social cohesion, enhanced economic stability and resilience, entrepreneurship, global competitiveness, and inter-generational benefits; and

Whereas the University of Ottawa has identified the need for a Business Case Report which will serve as a strategic tool to advocate with the provincial and federal governments for investment in the establishment of a university campus in Cornwall, thereby creating new training opportunities for local citizens and bolstering the overall economic and social fabric of Cornwall; and

Whereas the University of Ottawa has longstanding links with our community; and

Whereas the Business Case Report should include:

**Economic Impact Analysis:** Evaluating the economic implications of not having a university campus in Cornwall, including the loss of human capital, reduced business investment, and decreased opportunities for innovation and entrepreneurship.

**Demographic and Educational Attainment Analysis:** Assessing the demographic and educational attainment trends and their correlation with the absence of higher education opportunities, particularly in relation to youth migration and population decline, with the demographic and educational attainment analysis comparing the population of the City of Cornwall by age cohorts to those of other regions with universities and colleges provincially.



Skills Gap and Workforce Development Analysis: Assessing the alignment between educational outcomes and the skills demanded by the Cornwall labor market to identify skills gaps and opportunities for workforce development initiatives to enhance employability and economic growth.

Stakeholder Engagement: Engaging with stakeholders, including local businesses, government agencies, and community members, to gather insights and perspectives on the potential benefits of a university campus, and in Phase 2 of this project, with the City of Cornwall organizing targeted public engagement sessions at which the qualified bidder would be asked to serve as an independent reporter for these sessions, thus adding the community voice to the final submission to government.

Financial Feasibility: Conducting a financial analysis to determine the feasibility of establishing and sustaining a university campus in Cornwall, including potential funding sources and revenue streams.

Now therefore be it resolved that City Council direct Administration to enter into an Agreement with the team at the Institute for Institutional Development at the University of Ottawa to complete a Business Case for post-secondary courses and programs to be offered in Cornwall to be completed no later than October 1, 2024; and

Now therefore be it further resolved that City Council confirm the attribution of \$60,000 from Working Reserves to support this strategic initiative.

I, Manon L. Levesque, City Clerk for The Corporation of the City of Cornwall, do hereby certify that the above is a true copy of Resolution Number 2024-08 enacted by Council on Tuesday, April 30, 2024.

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Manon L. Levesque  
City Clerk